

“Today, the value of corporate involvement lies as much in expertise as it does in monetary support.

—Bill Gates  
Wall Street Journal Asia, 2008<sup>1</sup>

# Case Studies

## profiles in corporate-nonprofit collaboration

As noted throughout this guide, corporate philanthropy is rapidly changing and there is a *new way of doing business*. It requires corporations and nonprofits to engage in open and honest dialogue to shape partnerships where a company’s philanthropy is reflective of the core values that guide their business; where the nonprofit is viewed as an equal partner and remains true to its mission; where expectations and deliverables are negotiated upfront; where the company includes previously untapped non-cash resources to maximize its investment; and where the nonprofit helps the company deliver on its corporate goals.

*Chapter 6: Case Studies: Profiles in Corporate-Nonprofit Collaboration* features 10 case studies that embody the spirit of the *Business of Change*. Some are examples of relationships that have evolved beyond the typical sponsorship model into richer, more meaningful partnerships. Others illustrate the value of leveraging pro bono resources, the importance of engaging a broad range of stakeholders, or the power of one individual to catalyze a new corporate program.

One thing is clear—all of the companies and nonprofits took the *time* to work together to shape partnerships that would be mutually beneficial and sustainable. These innovative partnerships demonstrate real impact and will hopefully serve as an inspiration for your own work.

### Featured Case Studies:

- [Cardinal Health and Equality Ohio](#)
- [Credit Suisse and Lambda Legal](#)
- [Dewey & LeBoeuf and In the Life Media](#)
- [Ernst & Young and Out & Equal](#)
- [IBM and GLAAD](#)
- [Polo Ralph Lauren and Hetrick-Martin Institute](#)
- [Sara Lee and Center on Halsted](#)
- [Starcom and Lambda Legal Midwest Regional](#)
- [Time Warner and Point Foundation](#)
- [Transgender Legal Defense & Education Fund and NY Legal Community](#)

<sup>1</sup> Strategic Corporate Philanthropy. Bill Gates. Wall Street Journal Asia. May 8, 2008.







**3 Lambda Legal “Forum Conveniens”**—For a number of years, Lambda Legal’s Chicago office has hosted an event focused on educational outreach to current law students as well as members of key law firms. This year, Credit Suisse hosted the inaugural New York City event at its U.S. headquarters. The Credit Suisse LGBT OPEN employee network was the host, with Neil Radey, Credit Suisse General Counsel of the Americas, and Judy O’Kelley, Director of Law School Outreach, serving as the keynote speakers. More than 100 students and law firm attorneys as well as 80 Credit Suisse employees attended.

**4 San Francisco Benefit Event Kickoff**—Each year, Lambda Legal hosts a kickoff event for its annual San Francisco Dinner. This year, the event was hosted at the beautiful home of a local supporter. Credit Suisse’s donation to Lambda covered all the costs for the event, including catering, liquor and giveaways. Roughly 80 Lambda donors and 10 Credit Suisse employees and private bankers attended.

**5 Lambda Legal in the Pines**—For 30 years, Lambda Legal has hosted a major donor cultivation event in Fire Island Pines. The 2009 event was hosted at the home of a board member with Credit Suisse funds offsetting costs. More than 150 new and potential donors purchased tickets to attend, as well as five Credit Suisse employees and private bankers.

Both Lambda Legal and Credit Suisse sought opportunities to increase outreach to the women’s community.

**THE RESULTS**

Through the five events, both Lambda Legal and Credit Suisse were able to achieve their goals:

- Increased exposure and new donor development for Lambda Legal from Credit Suisse clients and employees
- Increased exposure and new client development for Credit Suisse from Lambda Legal donors
- Major donor appreciation opportunities through Credit Suisse at no cost to the donors in venues not available to Lambda Legal through other means
- Recruiting opportunities for Credit Suisse through community visibility and events
- Networking/volunteer opportunities for Credit Suisse employees
- Ongoing and visible LGBT community support, in venues and events outside traditional gala dinners
- Opportunities to expand Lambda Legal’s educational outreach to the LGBT community, students, donors and beyond
- Impact to Credit Suisse beyond the LGBT community through the women-focused initiatives
- Provided a complement to the corporate philanthropy platform of Credit Suisse by increasing the firm’s total support of Lambda Legal

Often times the public and private sectors miss opportunities to advance their goals and support one another, because they do not speak the same language. The Credit Suisse and Lambda Legal partnership represents a bridge where

mutual benefits are explored. Because the bridge was built on a solid foundation of good social and business returns, the participating organizations reap more than they originally imagined. Lambda Legal is not “just another cause”, it is a partner.



**Nonprofits who can put themselves in the shoes of the corporations they seek to engage significantly increase the chances of longer lasting and deeper relationships, with virtually unlimited scope for innovation. Gala dinners tend to be limiting. Typically, they have limited return-on-investment for the nonprofit with 40–60 percent of the funds raised going to overhead. For the sponsoring organization it is an expensive single evening, with few opportunities to stand out amongst competitors in the same venue. The opportunity for creative mutually beneficial partnerships is missed.”**

— Todd Sears, Director and Head of Americas Diversity and Inclusion, Credit Suisse

## Dewey & LeBoeuf LLP and In The Life Media



### PRO BONO SERVICES RELIEVE THE BUDGET

#### ORGANIZATIONS

Dewey & LeBoeuf LLP is internationally recognized for its outstanding pro bono services and was recently honored as Pro Bono Firm of the Year by the District of Columbia Bar. With diversity as the signature piece of its pro bono work, the law firm has a long history of serving the LGBT community, including its filing amicus briefs with the New York Court of Appeals and the Iowa Supreme Court on behalf of children's rights in the same-sex-marriage case in those states and with the California Supreme Court seeking to protect the rights of the 18,000 same-sex couples married before the passing of Proposition 8.

Since 1992, In The Life Media (ITLM) has been transforming public perceptions of the LGBT community. Before television shows like *Will & Grace* and *The L Word* hit the airwaves, media portrayals of the LGBT community were often one-dimensional and rarely positive. Its Emmy-nominated original program, *IN THE LIFE*, documents the full range of LGBT experiences, including politics and public policy, personal and community health, as well as religion and spirituality.

#### THE CHALLENGE

Over the course of 18 seasons, ITLM had amassed the largest collection of LGBT archived footage in the world. Considering the historical significance of such a valuable resource, ITLM needed to ensure that this information was properly preserved and made accessible not only to other members of the LGBT community but also to the general public, including scholars and filmmakers. ITLM knew that it was critical that they secure all legal rights, clearances and appropriate licenses for their growing archive, but the cost for legal fees was not something they could easily absorb into their budget. They had a relationship with a law firm that had required ITLM to pay legal fees. The challenge was to identify a law firm that would offer pro bono services to ITLM.



# Ernst & Young and Out & Equal



## FROM CHECK-WRITING TO COLLABORATION

### ORGANIZATIONS

Ernst & Young is one of the world's leading professional services organizations, helping companies across the globe identify and capitalize on business opportunities.

Out & Equal™ Workplace Advocates is the pre-eminent national organization devoted to the LGBT community in the workplace. Their mission is to educate and empower organizations, human resource professionals, Employee Resource Groups (ERGs) and individual employees through programs and services that result in equal policies, opportunities, practices and benefits in the workplace regardless of sexual orientation, gender identity, expression or characteristics.

### THE CHALLENGE

Beyond providing sponsorship dollars, Ernst & Young, like many companies, is constantly seeking ways to involve and engage its employees with nonprofit organizations. Ernst & Young and Out & Equal have joined together for a number of years primarily through sponsorship. As Ernst & Young looked at how it could uniquely leverage its talented workforce as part of an overall sponsorship package, it became necessary for each party to explore how they might be able to work differently together.

### THE APPROACH

In the midst of navigating a challenging economic environment, Out & Equal asked Ernst & Young, “What would you like to see this grow into?” The dialogue that followed was ultimately enriching for each party and specifically addressed Ernst & Young’s objective of getting more of its employees engaged in Out & Equal’s work, primarily the annual Workplace Summit, as volunteers, and through in-kind service provision.

### THE RESULTS

By proactively asking Ernst & Young how Out & Equal could help them achieve some of the objectives they sought, they opened up an entirely new dialogue that ultimately created more engagement. Ernst & Young has a strong desire to involve as many employees as possible with nonprofit opportunities to help build employee skills and networking capabilities. Ernst & Young employees support Out & Equal by improving the delivery of workshops at the Summit by staffing each workshop and ensuring they operate smoothly. With a large number of Ernst & Young employees actively engaged, there was leverage for Ernst & Young to also make a case for significant financial support of the Summit. Through further negotiation, Ernst & Young and Out & Equal were able to agree that through in-kind service and staff provision as well as the monetary support that Ernst & Young would be able to also achieve recognition at a higher sponsorship level for the Summit. Drawing on a broad range of Ernst & Young’s resources ultimately helped create a mutually beneficial partnership for both Out & Equal and Ernst & Young.



With a large number of Ernst & Young employees actively engaged, there was leverage for Ernst & Young to also make a case for significant financial support of Out & Equal’s annual Workplace Summit.



# International Business Machines (IBM) and the Gay & Lesbian Alliance Against Defamation (GLAAD)

## MOVING BEYOND SPONSORSHIP

### ORGANIZATIONS

International Business Machines Corporation (IBM), the multinational computer technology and consulting corporation, is a gold-standard model for corporate engagement with GLBT organizations. IBM was the first major company to add sexual orientation to its United States nondiscrimination policy and is also a founding member of the National Gay & Lesbian Chamber of Commerce. Big Blue, as IBM is affectionately termed because of its official corporate color, supports GLBT employee groups in 23 countries and has formed global executive-level task forces and business development teams to address the needs of GLBT employees.

The Gay & Lesbian Alliance Against Defamation (GLAAD) is dedicated to promoting and ensuring fair, accurate and inclusive representation of people and events in the media as a means of eliminating homophobia and discrimination based on gender identity and sexual orientation.

### THE CHALLENGE

Over the years, IBM had served as a sponsor of GLAAD’s annual Media Awards—a multi-city gala event that recognizes and honors media for their fair, accurate and inclusive representations of the GLBT community and the issues that affect their lives. IBM wanted to continue to partner with GLAAD but was interested in moving beyond the traditional dinner/event sponsorship. IBM requested that GLAAD re-evaluate its standard approach to create a different kind of partnership—one considered to be a value-based partnership.

### THE APPROACH

Upon receiving a standard proposal from GLAAD to serve as a high level sponsor for their upcoming Media Awards, IBM responded by challenging GLAAD to consider a proposal that extended beyond this model of corporate-community engagement. IBM suggested a teleconference designed to help GLAAD understand IBM’s business objectives and brainstorm potential opportunities for collaborations. IBM was especially impressed during these conversations by GLAAD’s in-depth knowledge of the Latin American media landscape and GLAAD’s insight on the status of corporate engagement in the Latin American GLBT movement.

A new innovative project was proposed based on this candid exchange about IBM’s needs, GLAAD’s capacity and what both parties needed to declare the collaboration successful. GLAAD and IBM would partner to create primary research designed to advance the work of IBM and its customers in the GLBT-corporate relations space in Latin American markets. In short, GLAAD would leverage its expertise in media to help IBM assess the environment in Latin American markets. The output of this work would inform IBM’s objectives in increasing the visibility of corporate support and assist IBM corporate customers with their paths to GLBT commitment in Latin America.



IBM was the first major company to add sexual orientation to its United States nondiscrimination policy and is also a founding member of the National Gay & Lesbian Chamber of Commerce.



**THE RESULTS**

GLAAD was able to gain broader exposure to other corporations, build its value as a partner to IBM, and demonstrate that the value of GLBT diversity to business extends beyond being "the right thing to do" to offer quantifiable business benefits. Notably, IBM was able to leverage its relationship with GLAAD to gain introductions to new corporate and community partners in Latin American markets. Successful execution of the Latin America project led to a grant for a similar project focused on the global Asia Pacific GLBT communities. The partnership has also helped to enhance the business acumen of GLAAD's development staff.



**For GLBT corporate-community partnerships to be effective, the corporation has to invest time and effort along with funds. Community organizations must be knowledgeable about the broader business objectives and culture of the corporation. To innovate, corporations must also be mindful of the real unique attributes and operational challenges of community organizations."**

*—Yvette C. Burton, Ph.D., Business Development Executive, GLBT and Human Capital Management Segments, IBM Corporation*

## Polo Ralph Lauren and The Hetrick-Martin Institute, Home of the Harvey Milk High School



**MAKING A DIFFERENCE WITH MENTORING**

**ORGANIZATIONS**

Polo Ralph Lauren is a leader in the design, marketing and distribution of premium lifestyle products. For more than 30 years, Polo Ralph Lauren's reputation and distinctive image have been consistently developed across an expanding number of products, brands and international markets. The Polo Ralph Lauren Foundation supports initiatives in cancer care, education and service in underserved communities.

The Hetrick-Martin Institute is the nation's oldest and largest organization helping gay, lesbian, bisexual, transgender and questioning (LGBTQ) youth to reach their full potential. Through provision of comprehensive direct services and referrals, Hetrick-Martin seeks to foster healthy youth development. Hetrick-Martin is also home to the Harvey Milk High School, a New York City transfer public high school where at-risk youth, many of whom self-identify as LGBTQ, can learn without the threat of physical violence and emotional harm they faced in their former educational environments.

**THE CHALLENGE**

Developing at-risk youth to be effective and engaged students, and ultimately productive citizens, is a collaborative effort on the part of students, teachers and other concerned citizens, including business leaders. Without a concerted and



In this country, LGBTQ young people are three times more likely to drop out of school and two to three times more likely to commit suicide as compared to their heterosexual counterparts





# Sara Lee Foundation and Center on Halsted

## ••••• A COMPREHENSIVE PARTNERSHIP

### ORGANIZATIONS

The Chicago-based Sara Lee Foundation directs its philanthropic efforts to four primary focus areas, including providing access to nutritious food and addressing the issues of food insecurity, nutrition and healthy lifestyles.

Center on Halsted (Center) is the most comprehensive LGBT community center in the Midwest. The Center’s mission is, to serve as a catalyst for the LGBT community in a safe and nurturing environment that links and provides community resources and enriches life experiences. The Center does this through the provision of a diverse range of resources and programming which meet the cultural, emotional, social, educational and recreational needs of the LGBT community and its allies.

### THE CHALLENGE

When Center on Halsted opened its new facility in 2007, they saw a dramatic increase in the number of program participants. Of note was the increase in usage from the often marginalized and underserved LGBT youth and elder populations. A growing number of these youth and seniors, respectively, were homeless, unstably-housed or experiencing food insecurity, the lack of sustainable access to safe and nutritious food needed to lead a healthy and productive life.

### THE APPROACH

Center on Halsted programming is rooted in the understanding that community members cannot sustain long-term self-sufficiency while battling basic, acute issues such as stable housing, food insecurity, abuse and neglect, isolation, mental health issues or low educational attainment. As such, Center programs and services have become integrated to provide holistic wrap-around services to community members. Recognizing the challenges LGBT youth and elderly may have accessing healthy and adequate meals, the Center designed the *Access to Nutrition* program to target the issue of food insecurity among these at-risk populations. The *Access to Nutrition* program goals are to provide youth and seniors with:

- 1 The skills and knowledge required to prepare nutritious meals
- 2 Access to food
- 3 Knowledge of complementary activities that maximize the impact of healthy eating
- 4 Skills that are transferrable to the job market and lead to a career path

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 The Center on Halsted recognized that proper nutrition is now a primary focus area for the Sara Lee Foundation, and Center staff worked with partners at Sara Lee to obtain funding for this vital program.  
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# Starcom and Lambda Legal Midwest Regional Office

## MAKING THE CASE FOR DEEPER CONNECTIONS

### ORGANIZATIONS

Starcom is a full-service media agency with world-renowned expertise in making connections between consumers and brands through communications strategy, media buying and consumer research. In pursuit of helping marketers get the right consumers' attention, Starcom activates integrated campaign management, response media, digital communications, multicultural services, branded entertainment, mobile contact, social networking, sponsorships and beyond.

Lambda Legal Defense & Education Fund (Lambda Legal) is the oldest and largest legal organization in the LGBT civil rights movement. For over 35 years, it has been fighting to achieve full recognition of the civil rights for LGBT people and those with HIV through impact litigation, education and public policy. Headquartered in New York City, Lambda Legal maintains five regional field offices around the country.

### THE CHALLENGE

Lambda Legal's Midwest Regional Office (MRO), located in Chicago, has staff dedicated to its work in the region, focused primarily on programmatic and fundraising responsibilities to sustain and further the organization's work. While some marketing resources exist across Lambda's national office, the scope of their focus spans education and public information, in addition to connecting the public with the Lambda brand identity and managing digital advertising activities. At the local level, there existed a distinct need for communications specialization to support of Chicago-centric activities and community expansion.

### THE APPROACH

Lambda Legal's MRO identified a volunteer partner at advertising agency Leo Burnett to handle invitation design, creating messaging for Chicago events that told the organization's story in compelling ways. As the volunteer became more engaged in and fulfilled by the cause, his efforts generated interest among others within his corporate family—particularly volunteers from the LGBT affinity group at sister agency and leading media services agency Starcom USA. These new volunteers, already focused on elevating the profile of LGBT audiences at their agency, had expertise in a variety of other communications disciplines, including strategy, research, PR and digital media.

The new, additional value added to Lambda Legal's MRO efforts was exceptional, beginning with collaboration on online and in-person marketing efforts around Chicago Pride and Market Days events. What began as a meaningful project-based event support has blossomed into a mutually beneficial, long-term relationship for Lambda Legal and Starcom. The group of employee volunteers from Starcom worked with agency management to formalize the pro bono relationship with Lambda Legal via a one-year contract that clearly detailed each party's expectations and highlighted the responsibilities, objectives and expected deliverables from the partnership.

Today, participation in the partnership with Lambda Legal is a highly sought after opportunity for Starcom employees.



**THE RESULTS**

Time Warner became the first corporate supporter of the Point Foundation’s named scholarship program and has now made two consecutive multi-year grant commitments—each grant funds three Point Scholars. In addition, HBO, a division of Time Warner, has also become a participant in the named scholarship program, and both Time Warner and HBO have provided summer internships for their respective named scholars as well as cash and in-kind support for other Point Foundation initiatives. The Time Warner family of companies is also well represented in leadership roles on the governing bodies of Point Foundation at the local and national Board levels, deepening the relationship. Although originally turned down by Time Warner, Point Foundation did not give up, but instead did their due diligence to find where Point Foundation and Time Warner shared common goals and ultimately secured Time Warner’s funding.

**Transgender Legal Defense & Education Fund (TLDEF) and More Than 20 Law Firms**

**LEVERAGING PRO BONO LEGAL SERVICES**

**ORGANIZATION**

Transgender Legal Defense & Education Fund (TLDEF) is committed to ending discrimination based upon gender identity and expression with a mission to achieve equality for transgender people through public education, test-case litigation, direct legal services, community organizing and public policy efforts. Their in-house legal program brings test-case litigation with wide impact in all areas of transgender rights.

**THE CHALLENGE**

For many transgender people, a legal name change is a first step towards conforming their legal identities to the way they identify and live their lives. But securing a legal name change can be an intimidating experience, involving interaction with the court system and judges who can be unfamiliar with the process. It can also involve significant expense and serious commitment of time and effort.

The Transgender Legal Defense & Education Fund knew that many transgender people would benefit from legal assistance during the name change process, but they simply did not have the resources to provide legal assistance to everyone who needed help. In order to meet the community’s needs, TLDEF created the *Name Change Project*, which harnesses the private Bar’s resources for the transgender community’s benefit.

**THE APPROACH**

TLDEF was already familiar with the needs of the transgender community—competent and respectful legal services to help with the name change process. But because TLDEF sought long-term partnerships with law firms that would benefit the community, the organization recognized that they needed to create a

For many transgender people, a legal name change is a first step towards conforming their legal identities to the way they identify and live their lives.

project that met the needs not only of the community members they served but also of the law firms that they hoped would become their partners.

The result is a project that trains lawyers to provide pro bono legal services to transgender community members. It meets the firms’ needs for attorney training and development through the provision of these services and allows them also to meet their pro bono goals, while strengthening their diversity initiatives through engagement with the LGBT community. The program does all of this in a structured way, with TLDEF providing training, screening all community members before matching them with lawyers, and providing consistent support to the lawyers throughout their participation in the project.



The project has served more than 300 community members through partnerships with 20 of New York City’s most prestigious law firms and over 150 of their lawyers.



**THE RESULTS**

Community members love their interactions with the pro bono lawyers, and the lawyers love the client contact and the chance to make a measurable difference in people’s lives. Two years ago, TLDEF started the project with three lawyers at one law firm. Today, the project has served more than 300 community members through partnerships with 20 of New York City’s most prestigious law firms and over 150 of their lawyers. TLDEF has been able to run the program with the equivalent of one full-time employee and a current annual investment of approximately \$75,000. Annually, TLDEF partner law firms donate legal services valued at approximately \$1,500,000 or more.



**If we could match every dollar we spend with a \$20 match, we’d be ecstatic! And beyond the confines of the project, our partner law firms and lawyers have taken a keen interest in an underserved segment of the LGBT community. Only good things will come from that!”**

—Michael Silverman, Executive Director, Transgender Legal Defense & Education Fund

The Name Change Project is made possible by the generous financial and in-kind support of:

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